



Departmental Quarterly Performance Report

**Department Name: Miami-Dade Juvenile Assessment
Center**

**Reporting Period:
FY 2002/2003
Fourth Quarter**



I. Performance Initiatives	Page 2
II. Personnel Status	Page 8
III. Financial Performance	Page 9
IV. Department Director Review	Page 11

Departmental Quarterly Performance Report

Department Name: **Miami-Dade Juvenile Assessment Center**

Reporting Period: **Fourth Quarter 2002/2003**

MAJOR PERFORMANCE INITIATIVES

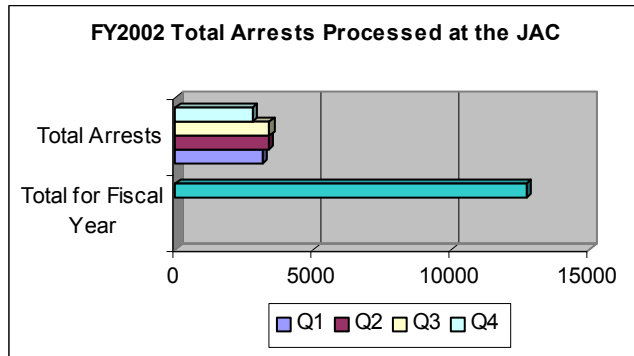
Describe Key Initiatives and Status

Check all that apply

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

Goal 1: Process all arrested juveniles with representatives from law enforcement.

- Objective 1: Process efficiently, effectively, and professionally 12,707 arrests per year.

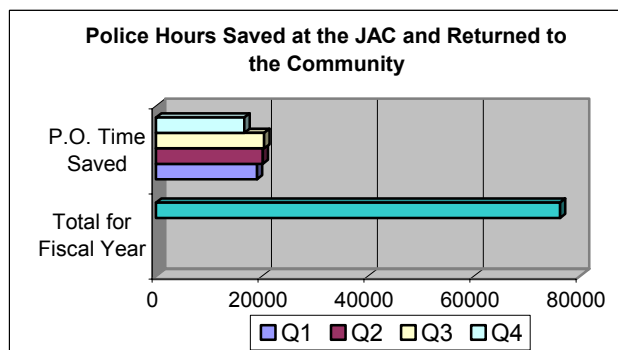


Data Source: Miami-Dade Juvenile Assessment Center Data Warehouse

☒ *Strategic Plan*
☒ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *ECC Project*
☐ *Workforce Dev.*
☐ *Audit Response*
☐ *Other* _____
 (Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

The creation of the JAC allows officers to bring juveniles to the facility for processing freeing them to continue their critical patrol functions. The average processing time is 6 hours. For FY2002/03, over 77,000 police hours have been saved and returned to the community. Since the JAC opened, over 570,000 police officer hours have been saved.



Data Source: Miami-Dade Juvenile Assessment Center Data Warehouse

☒ *Strategic Plan*
☒ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *ECC Project*
☐ *Workforce Dev.*
☐ *Audit Response*
☐ *Other* _____
 (Describe)

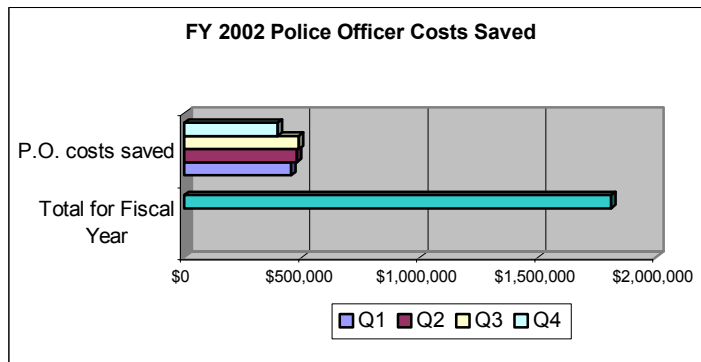
Departmental Quarterly Performance Report

Department Name: **Miami-Dade Juvenile Assessment Center**

Reporting Period: **Fourth Quarter 2002/2003**

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

In FY2002/03, \$1.8 million was saved in Police Officer costs. Since the JAC opened, this cost savings is over \$12.9 million.

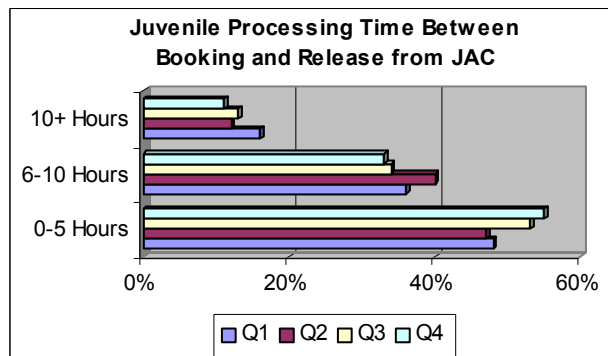


Data Source: Miami-Dade Juvenile Assessment Center Data Warehouse

☒ *Strategic Plan*
☒ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *ECC Project*
☐ *Workforce Dev.*
☐ *Audit Response*
☐ *Other* _____
(Describe)

County Mgr. Priority (Circle One): *People* **Service** *Technology* *Fiscal Responsibility*

The quarterly review finds that there is a reduction in JAC processing times in the third and fourth quarters. A majority, or 55% of juveniles were processed through the JAC within 5 hours in the fourth quarter.



Data Source: Miami-Dade Juvenile Assessment Center Data Warehouse

☒ *Strategic Plan*
☒ *Business Plan*
☐ *Budgeted Priorities*
☐ *Customer Service*
☐ *ECC Project*
☐ *Workforce Dev.*
☐ *Audit Response*
☐ *Other* _____
(Describe)

Departmental Quarterly Performance Report

Department Name: **Miami-Dade Juvenile Assessment Center**

Reporting Period: **Fourth Quarter 2002/2003**

<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <ul style="list-style-type: none"> Objective 2: Provide training to JAC and Agency Partner staff to create an effective inter-agency team. <p>The JAC provides extensive training to JAC staff and Agency Partner Staff on a regular basis. In FY2002/03, this was expanded to community providers and juvenile justice agencies. Training conducted includes:</p> <ul style="list-style-type: none"> * 93 hours and 35 sessions of training were provided for Post Arrest Diversion program staff to learn new protocols. Also included were staff from the County's Department of Human Services and Florida Department of Juvenile Justice; In partnership with the researchers of the National Demonstration Project and in collaboration with the Florida International University Institute of Government, a series of six sessions were conducted for local service providers and juvenile justice agencies. Each session was conducted twice a day (for shift staff to attend) for a total of 12 sessions. Over 300 people attended these training. Topics included Recognizing signs and Symptoms of Suicide, Understanding Sexually Aggressive Behavior, Substance Abuse: Identifying the Needs, Pulling It all Together: Assessment Case Planning, Understanding the Cycle of Retraumatization for Female Offenders and Cultural Competency: Understanding the Underlying Issues * 21 JAC Staff successfully complete computer training, in 8 different classes. <p>Note: 2 JAC employees are enrolled in degree programs at local universities to secure their Bachelor's Degrees.</p>	<p><u>X</u> <i>Strategic Plan</i> <u>X</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <u>Technology</u> <i>Fiscal Responsibility</i></p> <ul style="list-style-type: none"> Objective 3: Ensure that the multi-tier positive identification process is thorough, accurate, and utilizes appropriate technology. <p>Quality Control Procedures were developed for all JAC staff conducting data entry and were implemented after training August 2003.</p> <p>An Electronic Data Management System (Imaging) Project was developed in partnership with E-Government and the County Vendor, Identitech, during the year culminating with the implementation of the project scheduled for November 2003. This will allow for the electronic storage of over 95,000 juvenile arrest records and the related documentation required for storage.</p>	<p><u>X</u> <i>Strategic Plan</i> <u>X</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Goal 2: Work with all JAC Agency Partners and community to provide a complete range of services at the initial stages of the juvenile's involvement with the juvenile justice system.</p> <ul style="list-style-type: none"> Objective 1: Administer state of the art research based assessment instruments by staff trained specifically for administering assessment tools appropriate for an individual child. <p>Through the JAC's National Demonstration Project, a team of researchers worked with the JAC to develop and implement a research based processing continuum, including research based tools. Training was provided to JAC and Agency stakeholder staff by the developers of the respective tools as well as by special assessment consultants for an overview of the entire process. Staff are trained to administer the MAYSI-2, CASI-A, YLS-CMI. Training is also provided on case management information system, Rite Track XP. This process is conducted for Post Arrest Diversion eligible juveniles and occurs at the time of arrest.</p>	<p><u>X</u> <i>Strategic Plan</i> <u>X</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>

Departmental Quarterly Performance Report

Department Name: **Miami-Dade Juvenile Assessment Center**

Reporting Period: **Fourth Quarter 2002/2003**

<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <ul style="list-style-type: none"> Objective 2: Incorporate, in partnership whenever possible, the family unit to provide for a successful result in treatment and services to prevent recidivism. <p>The family participates in the assessment process and development of a treatment plan. A contract is developed for each client and their family. Enrollment requires their agreement (as documented by the signed Program Participation Form) and active participation. In addition, as indicated through the assessment process, special family interventions may be required. These include use of the research based blueprint intervention Functional Family Therapy (FFT) provided by Children's Psychiatric Center. In FY2002/03, 112 juveniles and their families were enrolled in FFT.</p> <p>Data source: Program Enrollment, Children's Psychiatric Center</p>	<p><u>X</u> <i>Strategic Plan</i> <u>X</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <ul style="list-style-type: none"> Objective 3: Facilitate strong working partnerships with all stakeholders of the Juvenile Justice System and Community Service Providers. <p>The JAC consistently dedicates it staff resources to maintaining strong partnerships:</p> <ul style="list-style-type: none"> * 37 weekly meetings were conducted (documented with attendance and minutes posted to the web) with supervisors from all JAC agency partners, community providers, and JAC staff led by the JAC Director; * 3 JAC Partnership meetings were conducted with the heads of agency partners; * JAC Director, Assistant Directors, and other staff actively participate at the local, state and federal level to strengthen partnerships including: <p>Local: Alliance for Human Services, Children's Mental Health Committee- District XI (Chair), Children's Trust, Comprehensive Strategy, Juvenile Justice Circuit XI Board, Gang Free Schools Project, Greater Miami Chamber of Commerce (Crime Prevention Committee), Miami Coalition for a Safe and Drug-Free Community (Law Enforcement and Treatment Committees), Girls Advocacy Project (GAP), Youth Crime Task Force (Committee participation includes Legislation and Funding, Monitoring and Evaluation, Juvenile Justice Systems and Model Programs)</p> <p>State: Florida Juvenile Justice Association Board of Directors and Co-Chair JAC and Front End Services Committee,</p> <p>Federal: White House Office of National Drug Control Policy (ONDCP) 25 Cities Project U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJJDP) for the National Demonstration Project, selected for Gang Reduction Project.</p> <p>In addition, during the state legislative session for 2002/03-03, the JAC coordinated the local impact analysis and response for proposed state budget cuts for the local juvenile justice system.</p>	<p><u>X</u> <i>Strategic Plan</i> <u>X</u> <i>Business Plan</i> <i>Budgeted Priorities</i> <i>Customer Service</i> <i>Workforce Dev.</i> <i>ECC Project</i> <i>Audit Response</i> <i>Other</i> _____ <i>(Describe)</i></p>

Departmental Quarterly Performance Report

Department Name: Miami-Dade Juvenile Assessment Center

Reporting Period: Fourth Quarter 2002/2003

<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Goal 3: Continue the work of the National Demonstration Project grant funded initiative</p> <ul style="list-style-type: none"> Objective 1: Implement the recommendations of Phase I in the daily operations of the JAC. <p>Five projects formed the basis of this project, the projects and status of implementation of recommendations:</p> <p>Post Arrest Diversion – a researched based processing protocol including screening, assessment, risk assessment, treatment plan, case management has been fully implemented;</p> <p>Screening and Assessment – the research findings were implemented using the Post Arrest Diversion Program as a model for this new protocol;</p> <p>Specialized Program Models:</p> <p>Girls – training recommendations have been fully implemented. Work continues through active involvement with local system and submission of grant application to US DOJ for a Girls Study Group to continue and expand this work;</p> <p>Haitians – through partnership with local community provider, Sant La, documented critical ways to provide advocacy to families whose children were arrested; identified service needs such as parenting training;</p> <p>Younger Sibling of Serious Habitual Offenders – developed a model intervention program and accompanying evaluation protocol.</p> <p>Research and Data Collection – developed in partnership with IBM and MDPD the first juvenile Information Resource Center (Data Warehouse), the only one of its kind in the United States. The system is fully functional. Developed and brought online the Rite Track XP system in partnership with Handel Technologies to track individual child and case information.</p> <p>Other completed projects added to the original plan include: research and reporting plan, local research and data advisory group, Training Institute for juvenile justice system and community providers, special reading tutorial and evaluation of processing protocol.</p>	<p><input checked="" type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <u>Technology</u> <i>Fiscal Responsibility</i></p> <p>Objective 2: Expand technology developments through Information Resource Center to identify juvenile arrest trends, develop a paperless arrest record system, and facilitate greater service delivery to clients.</p> <p>Information Resource Center came online March 2003. This system has over 95,000 juvenile arrest data. Is only system in the U.S. with capability to identify ethnicity and cross tabulate a multitude of data fields. The JAC generates reports that are under review by JAC staff, local advisory group and national researchers to identify trends. This community was selected to participate in special federal Gang Reduction initiative in only 4 cities nationwide due to this data system's ability to isolate Haitians in the juvenile justice system and to develop appropriate gang reduction strategies that target this population. Other trends document the increasing needs for specialized services to girls and also juveniles 12 years old and younger.</p> <p>The system is able to document needs with regard to target groups, communities and other issues. This data will be used to fund services based on this data to improve client services and outcomes (re-arrest).</p> <p>The imaging system (paperless arrest record system) will come online November 2003, as a result of careful planning in FY2002/03 (See Goal 1/Objective 3).</p>	<p><input checked="" type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____ (Describe)</p>

Departmental Quarterly Performance Report

Department Name: **Miami-Dade Juvenile Assessment Center**

Reporting Period: **Fourth Quarter 2002/2003**

County Mgr. Priority (Circle One): *People* **Service** **Technology** *Fiscal Responsibility*
Objective 3: Implement the plans for the second earmark and develop plans for third earmark of continued federal funding.

Second earmark allowed the continued work for Data Resource Center which came online March 2003, the Rite Track XP system which came online January 2003, partnership with E-GOV and County vendor to develop implementation plan for EDMS (imaging of juvenile arrest records) to come online November 2003, organization of first community advisory group for research and reporting for local juvenile justice stakeholders and data experts.

Third earmark new projects being planned for implementation in 2003/04 are:

- * Under 12 project (serving child delinquents 12 years old and younger)

Presently, there are not reliable assessment tools or services for this group of juveniles;

- * Over-representation of minority youth in the juvenile justice system

Identified locally and nationally as a critical issue with serious system implications;

- * Full implementation of Research and Reporting Plan

Continued reporting of data, analysis, and connection to policy and funding;

- * Sharing of assessment data through secured use of Internet with juvenile judges and providers;

- * Research based recidivism study.

Expansion of current process which has already documented a 4% recidivism rate in the JAC operated Post Arrest Diversion Program.

X *Strategic Plan*

X *Business Plan*

☐ *Budgeted Priorities*

☐ *Customer Service*

☐ *Workforce Dev.*

☐ *ECC Project*

☐ *Audit Response*

☐ *Other*

(Describe)

Departmental Quarterly Performance Report

Department Name: Miami-Dade Juvenile Assessment Center

Reporting Period: Fourth Quarter 2002/2003

PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
			59	3	60	2	60	2	58	4

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

1. PAD Administrator
Vacant since 9/18/02 when incumbent was promoted. Social Services Supervisor 1 has been acting since that date.
2. (2) Office Support Specialist 2 – vacant, key to managing PAD client files, maintaining the PAD Database and preparing data files for reports, including recidivism reports.
3. Juvenile Services Specialist – vacant since September due to resignation.

C. Turnover Issues

No turnover issues.

D. Skill/Hiring Issues

When we recruit for all positions at the JAC, it is a requirement that they pass the background screening conducted by the Miami-Dade Police Department and the Florida Department of Juvenile Justice. In addition, due to the nature of JAC administration and operations, various skills and training are necessary.

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

An intern from OMB was assigned to the JAC as part of the 9-week rotational program, through the fourth Quarter, FY2002/03. This intern assisted in developing the revenue maximization program for the JAC, assisted with the development of the budget and related documentation for a grant application and learned how to analyze and document over time trends.

One employee became part-time due to her enrollment in a graduate degree program (University of Miami). Since the JAC has invested in her clinical training and expertise, and the degree is job related, the request for part-time status was approved, effective with her school calendar, 8/18/03.

F. Other Issues

1. Although our JAC department has 62 employees, we are responsible for 23 contracted security personnel and 56 agency personnel. This includes all technology support and facilities management.
2. 2 employees are on leave of absence, 1 maternity leave, 1 medical.
3. 1 employee is on Military Leave as part of the current war in Iraq.
4. 6 employees are Family and Medical Leave Act (FMLA).
5. 1 Reclassification pending (non-bargaining unit), held in OMB.
6. 5 Overages were identified and established by ERD for the JAC to become a department. OMB approved 4 of the 5, and then they were frozen. In the Fy2004 budget, these 4 positions are unfunded.

Departmental Quarterly Performance Report
Department Name: Miami-Dade Juvenile Assessment Center
Reporting Period: Fourth Quarter 2002/2003

FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR Actual	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues								
GF (1)	2,481	2,927						100%
DJJ (2)	729	729						100%
Byrne (3)	669	692						100%
LLEBG (4)	1,300	1,300						100%
COP (5)	530	0						100%
OJJDP (6)	0	250						100%
Surcharge (7)	149	97				101	4	104%
Total	5,858	5,995						100%
Expense*								
GF (1)	2,382	2,927		974,898	2,927	2,927	0	100%
DJJ (2)	729	729		53,115	729	729	0	100%
Byrne (3)	669	692		130,034	692	692	0	100%
LLEBG (4)	1,188	1,300		307,810	1,300	1,300	0	100%
COPS (5)	530	0		65,272	0	0	0	0%
OJJDP (6)	0	250		71,674	250	88	162	35%
Surcharge (7)	149	97		-2,730	97	191	-94	197%

Note: OJJDP, this grant (OJJDP) is still open.

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

- (1) General Fund – Director’s Office, Processing Arrested Juveniles, Post Arrest Diversion
- (2) DJJ, Florida Department of Juvenile Justice – Support of Operations, Agency Stakeholders at the JAC
- (3) Byrne – JAC Records Management
- (4) LLEBG, Local Law Enforcement Block Grant U.S. Department of Justice – JAC Security
- (5) COPS – Community Oriented Policing Services U.S. Department of Justice, National Demonstration Project, Phase 1
- (6) OJJDP, Office of Juvenile Justice and Delinquency Prevention U.S. Department of Justice – National Demonstration Project Phase 2
- (7) Surcharge – special funds collected for the JAC based on Florida Statute. See next page, Equity in Pooled Cash, which reports revenues at the end of the fiscal year. The report above does not allow for carryover revenue.

Departmental Quarterly Performance Report**Department Name: Miami-Dade Juvenile Assessment Center****Reporting Period: Fourth Quarter 2002/2003**

Equity in pooled cash (for proprietary funds only) JAC Surcharge

(All Dollars in Thousands)

Fund/SO Subfund 112	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
112050	138			204	73
112100	0			-28	-25
Total	138			176	48

Comments:

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

The JAC will fully spend all grants and contracts. The General Fund will be fully spent as well.

The Surcharge is fully encumbered through authorized contracted work.

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

Departmental Quarterly Performance Report

Department Name: Miami-Dade Juvenile Assessment Center

Reporting Period: Fourth Quarter 2002/2003

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

The JAC was separated from the Miami-Dade Police Department and became a new County Department effective with fiscal year 2002/03. The department was established budget neutral – no additional resources were provided to assume the new responsibilities as a County department. A transition plan was mutually developed between the two departments to provide the necessary training and support considering that the JAC needed to learn department requirements and that additional resources were not provided. However, this plan was interrupted with the election plan for November 2002, which appointed the Miami-Dade Police Department with lead responsibility for a successful election. At that point, in most cases, the JAC become completely independent and operated as a new department with regard to County requirements. Some experiences included:

- Establishing the department within the County systems, financial, personnel, payroll immediately (overnight) to prevent break in access to key data systems and continue for new fiscal year (fiscal, personnel and CJIS);
- The JAC lost key staff, including the Assistant Director who was a Captain detached from Corrections Department and fourth lieutenant (retired) serving as shift commander resulting in 25% reduction of this key staff;
- Establishing the JAC as a law enforcement agency and to secure its assignment by the Florida Department of Law Enforcement to establish independent links to criminal databases (this process will soon be complete in November 2003);
- Securing the necessary technology support from County ITD, and the corresponding funds (unbudgeted) to enter an agreement;
- Establishing a process and identifying dollars (unbudgeted) to transfer all applications from MDPD to County technology departments (both ITD and E-GOV);
- Securing access and learning a variety of different management information systems to manage the JAC as a County department such as: ABDS, GUI, ADPICS, Time and Leave, FYI, FAMIS on Demand, ICIS and more;
- Establish a process for JAC accounts payable of all invoices, direct payments, etc. online (FAMIS);
- Establish mechanism to purchase goods and services for the JAC online (ADPICS);
- Establish system for coordinating County travel;
- Establish personnel administration including payroll, recruitment, benefits, personnel jackets;
- Comply with County reporting requirements and compliance with documentation for administrative orders and other County department mandates (from County Manager's Office, OMB, GSA, ERD, etc.);
- Develop first County Budget using ABDS, Capital Budget program, etc. and response to all information requests from OMB, meetings, and other budget development requirements;
- Absorb additional charges to General Fund budget including an increase in rent payment, retroactive pay for a two-year-old reclassification project initiated by Miami-Dade Police Department;

Departmental Quarterly Performance Report

Department Name: Miami-Dade Juvenile Assessment Center

Reporting Period: Fourth Quarter 2002/2003

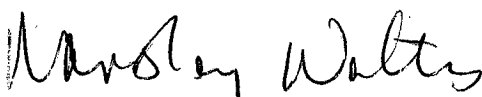
- Participated in numerous meetings on consolidation prior to the current process under the direction of the County Manager;

All during this process, the JAC was able to:

- Continue to operate a 24/7 facility for arrested juveniles without incident (even though this year documented several tragedies in other juvenile justice facilities);
- Bring online two new technology systems, the Data Warehouse and Rite Track XP and continued with the development of EDMS, the imaging project for juvenile arrest records;
- Completed new grant applications to bring additional resources to the County (2 federal and 2 state) and this population;
- Spearheaded local efforts to analyze impact and coordinate efforts to minimize proposed budget cuts that would have been catastrophic to this community and the County (detention, misdemeanor assessments, etc). Initial local reduction estimated at \$28 million to the local system. All reductions were withdrawn except for Home Detention due to coordinated efforts;
- Closed the fiscal year completely balanced in the General Fund and all other funding sources;
- Coordinated the Gang-Free Schools initiative form OJJDP and Miami-Dade Public Schools;
- Established a working partnership with White House ONDCP 25 Cities Project, Informed Families and Miami Coalition for a Safe and Drug-Free Community;
- Awarded a NACOS achievement award to the new Post Arrest Diversion Program, documenting a 4% recidivism rate, an unheard of rate for this hard to serve population;
- Met all County requirements consistently, with regard to the budget, reporting, policies, special requests, etc.

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.



Signature
Department Director

Date 10/30/03